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**SERVICES & OPERATIONAL PLAN**

**for**

**RICE PUBLIC LIBRARY**

**January 10, 2011**

## EXECUTIVE SUMMARY

The future of Rice Public Library (RPL) is dependent on developing a working relationship with the Town of Kittery. The Town has suggested that RPL move to the Community Center at Frisbee. RPL fully supports this concept, but since RPL's present facilities are woefully inadequate, to make the move worthwhile, it should not be asked to occupy space with similar square footage and a host of physical constrictions. Rather, it needs a larger, much more open and accessible facility that meets its twenty-year space requirements as well as Americans With Disabilities Act guidelines. The result would enable more client/user spaces in terms of seating, interactive computers, meeting and programming space; more accessible collection and display space for materials; more staff support space, especially as it directly relates to client services; efficient spatial organization to enable more effective operations; a building infrastructure that can adapt as modern library services change. A new and larger facility at Frisbee would require dismantling the existing Annex and constructing a new library building. The estimated cost is \$6 million.

An alternate option has RPL remaining in the Rice Building and constructing a 15,000 gross square foot (GSF) addition to it for \$4.5 million. The 5,000 gross square foot Rice building has served as a library building for the Town of Kittery for more than 120 years and is on the National Register of Historic Places.

Here, note that although RPL is an independent not-for-profit association, it receives 95% of its funding from the Town. Without this funding, RPL would have to fundraise for daily services and operations or close its doors. If it were to close, the Town would need to contract with York Public Library and/or another public library to provide services to Kittery citizens. It depends on the Town's citizen volunteers to assist in its service planning and day-to-day operations. It has a Board of Directors, a Library Friends Group and unpaid volunteers who supplement and support the library staff. Working together with one another and with the Town of Kittery is key to the library's success.

Thus, RPL has three options:

**Option #1** - Move to the former Frisbee School site and build a 20,000 GSF building for \$6 million.

**Option #2** - Build a 15,000 GSF addition to the Rice Building for \$4.5 million.

**Option #3** – Provide a new library through renovation of the Frisbee Annex (10,000 GSF). This option was rejected as a library of 10,000 GSF cannot support the twenty-year service needs.

<b>OPTION #1</b> <b>MOVE TO THE FORMER FRISBEE SCHOOL SITE &amp;</b> <b>BUILD A 20,000 GSF BUILDING FOR \$6 MILLION</b>	
<b>ADVANTAGES</b>	<b>DISADVANTAGES</b>
<ul style="list-style-type: none"> <li>• New 20,000 GSF building on one floor.</li> <li>• Satisfies service and operation needs for the next twenty years.</li> <li>• Building will be in full ADA compliance.</li> <li>• Will be an integral part of the Community &amp; Arts Center</li> <li>• Will be more centrally located in the town.</li> <li>• A modern library will attract new patrons and create a dramatic increase in service.</li> <li>• Usage of the Library will increase as programs such as Head Start and senior activities that are currently located at the Community &amp; Arts Center are moved to the new facility.</li> <li>• Space will be available for programs such as SAFE and summer reading.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of new construction: \$5-6 million.</li> <li>• Cost of removing existing Frisbee Annex.</li> <li>• May require voter approval and bonding.</li> <li>• May require the Library to negotiate a lease with the town.</li> <li>• The historic Rice building will be sold or re-purposed.</li> </ul>

<b>OPTION #2</b> <b>BUILD A 15,000 GSF ADDITION TO THE RICE BUILDING</b> <b>FOR \$4.5 MILLION</b>	
<b>ADVANTAGES</b>	<b>DISADVANTAGES</b>
<ul style="list-style-type: none"> <li>• Retain historic landmark building.</li> <li>• New 15,000 GSF addition.</li> <li>• Satisfies service needs for the next 20 years.</li> <li>• Cost is substantially less at \$4.5 million.</li> <li>• Uninterrupted library service.</li> <li>• Project would be built in phases.</li> </ul>	<ul style="list-style-type: none"> <li>• May discover huge costs involved in adding on to a building designated as a historic landmark.</li> <li>• Unknown costs when trying to renovate 1888 building with new elevator, upgraded electric and technology services &amp; air conditioning.</li> <li>• Parking may still be an issue, even with the possibility of adding underground parking.</li> </ul>

<b>OPTION #3</b> <b>PROVIDE A NEW LIBRARY THROUGH</b> <b>RENOVATION OF THE FRISBEE ANNEX (10,000 GSF)</b>	
<b>ADVANTAGES</b>	<b>DISADVANTAGES</b>
<ul style="list-style-type: none"> <li>The only advantage to this option is lower cost.</li> </ul>	<ul style="list-style-type: none"> <li>The new library requires significantly more space than the 10,000 sq. ft. annex provides.</li> <li>The current configuration of the annex does not lend itself to the open concepts of modern library design. New libraries are based on modular, special purpose zones with moveable components that can easily be re-purposed and reconfigured</li> <li>The annex has too many exits and walls, making it difficult for the staff to monitor the building and for parents to watch young children</li> <li>Removing the interior classroom walls is not an option because of seismic and wind resistance requirements. (See Engineering Report in Appendix 5.)</li> <li>The crawl space for mechanical access beneath the center corridor will not support book stacks without the installation of a steel-beam reinforcement system. (See Engineering Report in Appendix 5.)</li> <li>Interior corridor walls are needed to support the roof and may only be partially removed. (See Engineering Report in Appendix 5.)</li> <li>The existing furnace room is sizeable and reduces the available square footage significantly. This room would have to be gutted and re-purposed, new heating/ventilation system installed and an air conditioning system added.</li> </ul>

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## INTRODUCTION

The purpose of the Services and Operational Plan is to determine how best to use the existing Rice and Taylor facilities, and to provide options to supply library services to the town, whose current population of 10,075 is expected to increase to 12,230 by 2030. This plan provides options to better facilitate the supply of library services to the Town of Kittery.

### Background

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The Rice Building is listed on the National Registry of Historic Places. The Queen Anne/Romanesque-style building, located on 8 Wentworth Street, was built in 1888. The area of the site is 0.7 acres, or approximately 30,000 square feet. **The Rice Building houses Minerva (state-wide services) deliveries, non-fiction, teen, Maine genealogy, current periodicals and adult audio-book collections. Situated diagonally across the street is the Taylor Building, where the children's collection, audiovisual materials, and fiction are located.**

As part of a network of over 150 MINERVA and MaineCat libraries, RPL has access to over 14 million items from public, college and special libraries in Maine. The ability to borrow from such an extensive network is a great supplement to the library's collection of nearly 50,000 books, 1,000 audio books and 1,200 DVDs. **Kittery Residents use Minerva service extensively. They borrow 17,000 items a year.**

The Town's Mission is as follows:

Develop a unified strategy to reinforce the small-town character of Kittery as a historic seacoast town consisting of economically diverse neighborhoods, working waterfronts, natural habitats and resources, rural landscapes, and commercial places, and to promote economic growth and guide/control residential development by providing distinct planning requirements consistent with that character, and by providing responsive public services, schools which are a source of community pride, and adequate public facilities while retaining a stable property tax rate.

The mission of the Rice Public Library is to support the Town's Mission by:

- Promoting literacy and lifelong learning in a welcoming environment.
- Insuring access to local, national, and global resources for all individuals.
- Offering a collection that reflects the varying interests of our community through a variety of print, electronic, digital and emerging media.
- Addressing the educational and cultural interests of the community.
- Collecting, preserving and disseminating Kittery and regional historical information.

The Town of Kittery provides the majority of the operating funds for the Rice Public Library. The library is thankful for the generous support it receives from the town council, Kittery residents and businesses in the community.

## Demographics

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Kittery's population is white (96%), from diverse ethnic backgrounds. Of the rest, 1.8% are Black or African American and 1.5% are Hispanic or Latino. The 2000 Census data indicates that 9,543 people reside in Kittery; estimates are that this number will rise to 10,075 by 2011. Kittery's population is divided into the following age groups:

- Under 5 years 5.9% of population
- 5-9 years 6.5%
- 10-14 years 6.3%
- 15-19 years 4.7%
- 20-24 years 5.8%
- 25-34 years 13.8%
- 35-44 years 16.9%
- 45-54 years 15.1%
- 55-59 years 5.2%
- 60-64 years 4.5%
- 65-74 years 7.8%
- 75-84 years 5.4%
- 85 years and over 1.9%

A significant number of people are employed at the Portsmouth Naval Shipyard and regularly use library services.

The town's population increases by 16% during the summer to 11,280, resulting in increased library use at that time.<sup>1</sup>

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<sup>1</sup> <http://factfinder.census.gov>, DP-1 Profile of General Demographic Characteristics: 2000; Data Set: Census 2000 Summary File 1; Geographic Area: Kittery town, York County, Maine.

## OPTIONS

Aaron Cohen Associates LTD's consultants (ACA) presented three options for the reorganization of the Rice Building to the Library Board. The Board rejected Option #3, which was to provide a new library through renovation of the Frisbee Annex, and directed ACA to develop Options #1 and #2.

### **OPTION #1**

#### **MOVE TO THE FORMER FRISBEE SCHOOL SITE & BUILD A 20,000 GSF BUILDING FOR \$6 MILLION**

Facilities	<ul style="list-style-type: none"> <li>Remove the school building and build a new public library to support library services &amp; operations.</li> </ul>
Operations	<ul style="list-style-type: none"> <li>Receive increased funding from the Town.</li> <li>Maintain current operations &amp; hours open to the public.</li> </ul>
Services & Staffing	<ul style="list-style-type: none"> <li>Maintain current services &amp; staffing.</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>Sell or lease properties &amp; facilities owned by the library.</li> </ul>
Fundraising	<ul style="list-style-type: none"> <li>Develop a campaign to increase fundraising.</li> <li>Seek bonding for the project.</li> </ul>
Financial Support	<ul style="list-style-type: none"> <li>Possible Town bond</li> <li>Friends of the Library.</li> <li>Create a foundation that could aid in providing financial support.</li> <li>Grants.</li> </ul>

### **OPTION #2**

#### **BUILD A 15,000 GSF ADDITION TO THE RICE BUILDING FOR \$4.5 MILLION**

Facilities	<ul style="list-style-type: none"> <li>Renovate Rice Building &amp; provide an addition to it.</li> <li>Sell or lease other library site &amp; building.</li> </ul>
Operations	<ul style="list-style-type: none"> <li>Receive increased funding from the town.</li> <li>Maintain current operations &amp; hours open to the public.</li> </ul>
Services & Staffing	<ul style="list-style-type: none"> <li>Maintain current services &amp; staffing.</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>Maintain current ownership of properties &amp; facilities.</li> </ul>
Fundraising	<ul style="list-style-type: none"> <li>Develop a campaign to increase fundraising. Seek bonding for the project.</li> </ul>
Financial Support	<ul style="list-style-type: none"> <li>Friends of the Library.</li> <li>Create a foundation that could aid in providing financial support.</li> <li>Grants.</li> </ul>

### **OPTION #3**

#### **PROVIDE A NEW LIBRARY THROUGH RENOVATION OF THE FRISBEE ANNEX (10,000 GSF)**

Facilities	<ul style="list-style-type: none"> <li>Re-purpose and renovate Frisbee Annex.</li> </ul>
Operations	<ul style="list-style-type: none"> <li>Receive current funding from the Town.</li> <li>Maintain current operations &amp; hours open to the public.</li> </ul>
Services & Staffing	<ul style="list-style-type: none"> <li>Maintain current services &amp; staffing.</li> </ul>
Ownership	<ul style="list-style-type: none"> <li>Maintain current ownership of properties &amp; facilities.</li> </ul>
Fundraising	<ul style="list-style-type: none"> <li>Continue with current fundraising events.</li> </ul>
Financial Support	<ul style="list-style-type: none"> <li>Friends of the Library.</li> <li>Create a foundation that could aid in providing financial support.</li> <li>Grants.</li> </ul>



## INITIAL FINDINGS

<b>Mission &amp; Vision</b>	<ul style="list-style-type: none"> <li>The current mission is narrowly defined: to collect and organize is consistent with traditional views of the purpose of public libraries.</li> <li>The Library needs to re-examine its mission. By agreeing upon and articulating a new, more encompassing strategic vision, decisions about the Library's operating model, services, staffing and space requirements can be based on a robust understanding and vision of how best to serve future users' needs in Kittery.</li> </ul>
<b>User Needs</b>	<ul style="list-style-type: none"> <li>Current space is inadequate to support Library services. Lack of space and many issues with non-ADA compliance limits the library's ability to meet all patron needs.</li> </ul>
<b>Service Levels/ Offerings</b>	<ul style="list-style-type: none"> <li>The range of service offerings at modern public libraries is expanding – many are now branching out into broader circulation, expanding their access to technology, developing more children's programs and offering more popular programs.</li> <li>The Library needs to develop a range of services tailored by segment to meet widely different user needs.</li> </ul>
<b>Collections Strategy</b>	<ul style="list-style-type: none"> <li>Presently, the reference and non-fiction collections are located in the Rice building, while the fiction and children's collections are in the Taylor building. It is necessary to define and consolidate collections in one building.</li> <li>Non-print, e-book and media collections will increase <b>exponentially</b> in the next 20 years.</li> </ul>
<b>Partnerships &amp; Alliance</b>	<ul style="list-style-type: none"> <li>The Library needs to define its partnership strategy and how it will work with other libraries in Maine, to effectively and efficiently meet the town's needs.</li> </ul>
<b>Operating Model</b> (Structure, Process, Policies & Approach)	<ul style="list-style-type: none"> <li>Many of the Rice Library's current processes and practices need to be renewed and improved.</li> <li>Current collection is in two buildings, making it difficult to serve patrons efficiently.</li> </ul>
<b>Digital Strategy &amp; Technology</b>	<ul style="list-style-type: none"> <li>A focused effort should begin on evaluating the implications of how technology can positively impact the Library. More computers are needed. Currently there are only eleven. The current buildings do not have enough electrical and network drops available.</li> </ul>
<b>Hours of Operation</b>	<ul style="list-style-type: none"> <li>The current 34 hours of operation per week do not meet today's user needs. Current funding level does not allow for increasing the hours of operation.</li> <li>New service offerings and new users will likely force adjustments.</li> <li>User needs, the digital strategy and the operating budget should be factors to determine the appropriate hours of operation for the Rice Library.</li> </ul>

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<b>Staff Capabilities &amp; Size</b>	<ul style="list-style-type: none"><li>• Current number of staff is inadequate due to operating budget constraints and the fact that staff is divided over two buildings.</li><li>• Staff is needed for literacy and children's services.</li><li>• A new operating model should be defined and form the basis for determining the level of potential operational improvement that is achievable and the staffing levels required.</li></ul>
<b>Space Requirements</b>	<ul style="list-style-type: none"><li>• Moving forward, the vision of the Rice Library's proposed service offerings/programs will need to drive physical layout and capacity requirements, including public seating. See charts on existing user seating on pages 11-12.</li></ul>
<b>Public Seating</b>	<ul style="list-style-type: none"><li>• Public seating in the Rice Library today is not adequate to provide for existing services.</li></ul>

## REVIEW OF CURRENT FACILITIES

During our site visit, ACA conducted an assessment of the Rice and Taylor Buildings. Our primary findings are:

- The Rice Building is not in compliance with Americans with Disabilities Act (ADA) guidelines. The main entry on the first floor is not fully accessible. In addition, there are no elevators providing access to each of the three floors in the building.
- The Children's Area in the Taylor Building does not comply with ADA guidelines. Located in the basement, it lacks appropriate space for Children's Story Time activities and play.
- The ramp on the building is too narrow and is unusable in the winter.
- Currently, there is no available space for a separate young adult area in the Rice Building.
- The lack of electrical outlets throughout both buildings has limited the library's ability to expand technology. This also limits the ability of patrons to use laptops and of program speakers to use slide or media projectors.
- Interior and exterior lighting of both buildings fail to meet basic safety standards for public building access. Patrons seeking materials in the book stacks struggle to read book spine labels.
- There is a lack of quiet study space in both buildings.
- The Maine Room has old books, maps and other important documents on Kittery's history. This area needs air conditioning and humidity control to preserve the collection.
- There is no meeting room in either building. The lower floor of Rice functions both as a collection area and meeting space for ten to twelve people.
- There is limited space for staff to work. The Library Director shares her Rice Building office with another staff member. The Library Director requires privacy for confidential business.
- There is no space for the part-time bookkeeper to work.
- The buildings are not energy efficient.

**RECOMMENDATION:** Comply with Americans with Disabilities guidelines for both the Rice and Taylor Buildings. The projected cost should not exceed \$200,000.

## SERVICE NEEDS

### Planning an Enhanced Library Building

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It is essential to provide the Rice Public Library's customers with an attractive library building, one that draws people. A well-done building promises to increase visitation in its own right. People are curious. Many Kittery citizens will tour the building at least once to see what it contains and how it works. If it is attractive inside and out, people will keep coming – provided a variety of relevant services and programs draw them back. The idea is to keep the regular patrons and attract new users.

As with many public libraries that acquire a renovation/new addition or a new library building, the first decision to be made concerns what level of activity should be induced in the facility. It is implied that the enhanced building will enable the library to construct a future as a center of study, services, culture and programming. Thus, the layout should:

1. Establish substantial display with face-out merchandised materials (including bestsellers, videos, and CDs) to generate greater use from regular and new users.
2. Spread public access networking throughout the building - computers should not be confined to only one area – and also encouraging patrons to bring in their own laptops and connect to wireless networking hubs.
3. Replace appropriate print periodicals with electronic media and/or online services.
4. Increase programming of cultural events designed to enhance the community.
5. Promote new collections, and readers' advisory services to expand usage of public funding.
6. Expand Children's Services, including after-school homework help and regular vital programs directed to their parents and caregivers.
7. Provide a Young Adult area that encourages teens to focus on positive work; community volunteering, homework, etc.
8. Provide a key location to obtain business-development materials and home schooling materials.
9. Make the library a desirable destination: a place people want to visit, a place for the community to share.
10. Create a place within the community for special events – meetings, discussions, teaching, and training.
11. Preserve local history by providing a Local History/Genealogy room that conserves archival materials, improves access and encourages research.

### **Pathways and Zones in the New Building**

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Internal traffic and its organization are very important aspects of library design. Pathways need to be clearly defined. All zones need column and wiring infrastructures that enable easy rearrangement.

Easy rearrangement ensures that each zone is modular and contains movable components. Furniture should not be fixed in place unless it is absolutely necessary. Protruding floor monuments containing electrical receptacles and/or network connections should be minimized or eliminated entirely. Care should be taken with book stacks so that any cross-ties, connections to the floor, etc., are relatively simple to remove with specialized tools. Display units and traditional shelving should create an interesting visual, interactive experience.

All Service Desks must be modular and located in high traffic areas. In all cases, Service Desks should be attractive and very visible from all major traffic routes.

The various public zones should contain tables and chairs that are at once handsome and durable, and designed for heavy public use. Where feasible, tables should be of different sizes and shapes to suit different client needs. The lighting in these zones must not be glaring.

The “e-Commons” should be located in full view of the Service Desk but not so close as to impede traffic. All furnishings and equipment in the e-Commons should be very easy to change and rearrange. Indeed, groups of the furniture/computer workstations should be zoned so one does not see all computing stations in one large vista. The area must be able to be easily rearranged in order to conduct computer training classes.

Currently, a wholesale defection is taking place from big box computers to laptops and from wired communications to wireless computers, PDA's and cell phones. Thus, over the next 20 years the layout for the e-Commons will change dramatically. The idea is to create a friendly, dynamic environment that entices library visitors to use the e-Commons' services. This means that the walls, columns and physical dimension between them must not inhibit flow and movement.

One metaphoric way to understand the public role of the renovation/new addition or new library building is that people do, indeed, vote with their feet. Since mainstream culture tends to value personal experiences in an age of disposability and consumerism, each zone in the new building should have an interior that points patrons to a community of practice. This is a place where they can find the information they want or the help they desire. Visual clues should define library materials, particularly the most heavily used materials. For example, as many seniors read newspapers and like quiet spaces, they should have a place that addresses their needs. Also the location of public computers, copiers, self-checkout devices, public telephones and similar equipment need to be integrated into a flexible scheme that staff can support easily. They should do their best to help customers gain certain knowledge-building skills without being overwhelmed by an infrastructure that does not bend. Experiences occurring within the library should be as personal as feasible within the constraints of staffing. Where possible, experiences should also be open-ended, multi-sensory and interactive. Their centrality promises to create a comfortable counterpoint to traditional passive library services.

The stand-up online public access catalogs (OPACs) should perform intelligent inquiry functions, i.e., answer the most commonly asked questions. Consider outfitting these computers with smart voice recognition and an inquiry bulletin board. The public area should also contain a photocopier. In the future, self check-out stations will also be located near the entrance. The idea is to have patrons check out their own materials and diminish inconvenient lines at the Circulation Desk. The current desk blocks traffic in and out of the facility limiting patrons' ability to enter and get to work.

In regard to the Service Desks, efficient design is essential. All Desks will be staffed with trained librarians who have the knowledge that the patrons desire. Staff can provide research and value-added services. The staff can help patrons by performing:

Literature searches	On-line searching
Directional responses	Publication help
Referrals	Ready reference
PC/Tech Help	Reader Advisor
Genealogy & Local History searches	

The librarians at the Desks should also have information about other services as well: document delivery, electronic or mail delivery, virtual user education, extended loans, rentals, packaged information, alert services, etc.

As a major service concept, the main emphasis for the architect will be the creation of visual "open spaces." In areas of high traffic such as the Popular Library, primarily display book stacks should be used. The interior should have few barriers such as solid walls. Certain furniture and equipment should be on wheels that can lock. Wheels will enable mobility and ease of rearrangement.

In the renovation/new addition or new library building, mobility is the key word. Staff is aware that that it is essential to keep up with the times. The rising M-Generation (those born between 1984 and 2004) does not want to conduct business in "the same old way."

Given that this generation of students has grown up with computers and video games, they have become accustomed to multimedia environments: figuring things out for themselves without consulting manuals; working in groups; and multitasking. These qualities differ from those found in traditional library environments, which, by and large, are text-based, require learning the system from experts (librarians), were constructed for individual use, and assume that work progresses in a logical, linear fashion.<sup>2</sup>

The techniques that the M-Generation has been learning at school and using at home must be reflected in the service mix of the public library. The M-Generation requires a different service mix, i.e., wireless and internet computers in combination with traditional reading room functions. We must recognize that technology has changed the way the library provides information tools to the public.

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<sup>2</sup> Lippincott, Joan, "Net Generation Students and Libraries," Educause Review, March/April 2005, Volume 40, Number 2.

## FACILITY NEEDS ASSESSMENT

### Collection

At present, the collection consists of 47,937 volumes or approximately 4,793 linear feet (l.ft.) of shelving. Currently, 4,000 volumes are added each year. At the same time, 2,000 volumes are deleted. Based upon these figures, the collection will grow by 40,000 volumes or essentially double in twenty years to 76,800 volumes. Based on our 40-years of experience as library consultants, we have found that most public libraries find that their collections double every twenty years, and they expect this doubling will continue into the foreseeable future even in the face of the digital revolution. More and more materials are being published each year in the United States and throughout the world.

The shelving configuration in the two facilities is tight. Even though a number of books and videos are circulating at any given time, the configuration does not incorporate into the mix sufficient display shelving for new media or a reasonable amount of face-out display for browsing. Unfortunately, limited space for book stacks limits display. The collection should provide space for current topics and titles, do-it-yourself materials and business related materials (job resources, investments, educational resources).

There are other drawbacks to having such a tight configuration. For example, as the collection changes and grows, it requires more shifting, a staff-intensive and disruptive task at best. Shifting is needed because new acquisitions must be placed in proper sequence within their subject categories. The same thing is true of returning materials. If the space is overcrowded, shifting requires entire sections of a book stack to be reordered before the book can be shelved.

Traditionally, to provide reasonable space, the print collection should be housed at a maximum of 10 volumes or volume equivalents per linear foot. As more display space is required, this number should be reduced to 8 volumes or volume equivalents per linear foot. Thus, in a larger facility, materials now crowded onto shelving will be housed more reasonably in keeping with professional standards.

COLLECTION	NO. OF ITEMS
Adult Books	32,914
Children's Books	15,023
TOTAL	47,937 volumes
Audio	733
Videos & DVDs	967
Electronic Resources	
• CD-ROMs	0
• Database licenses	60
• Internet terminals	10
Periodicals/Magazines	30

## **Services and Technology**

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In the past five years (2005-2010), circulation has increased 37% to 86,452; reference transactions have increased four times to 11,186; and interlibrary loans are up fifty-three times to 12,814. Adult program attendance has increased by three times to 554, while children's program attendance has increased two times to 3,230.

The Library's need for enhanced electronic services is likely to accelerate in the future. This is a common trend that has been occurring in public libraries for some time. More video (multimedia) on-demand requests will increase the need for professional staff who can manage network bandwidth. The need for more computers to access the internet is immediate. Currently, 50 patrons a month use the library's free Wifi services.

In the future, the IT staff will support library user access to the Library's website, E-commerce and public access computers. They will also support other library systems through network management, staff computer support, electronic marketing of library services and training.

Reliable connectivity is crucial to cost-effective and efficient IT operations in order to provide internet access and function as an integrated system. Any new facility must meet IT requirements for connectivity with high bandwidth.

## **User (Reader) Seats**

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Reader seats must incorporate access to electronic information, tutoring services, internet users and varied noise levels. Appropriate lighting around user seats should allow for flexibility and adaptability of environment. The library should provide flexible tables that can be moved and adapted for collaborative behavior. Reader seats within the library should comprise lounge, table and chair, and desktop seating.

The following charts outline the number of existing seating available in the Rice and Taylor buildings.

### **Existing Seating in 2010**

<b>RICE BUILDING</b>			
<b>Department/Area</b>	<b>No. of Tables</b>	<b>Type</b>	<b>No. of Seats</b>
Kay Howells Room (Basement)		Lounge Seats	2
	1	Large Conference Table	7
		Stacking Seats	21
	1	2-Person Table	2
Alma Roberts Room (Third Floor)		Bean Bag Seats	2
		Desk Chairs	13
	1	Large Conference Table	
	2	4-Person Tables	8
Maine Room	1	4-Person Table	4
		Desk Chairs	4
General	3	PC Workstations	3



**SERVICES & OPERATIONAL PLAN  
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<b>Department/Area</b>	<b>No. of Tables</b>	<b>Type</b>	<b>No. of Seats</b>
Children's Department		Rocking Chairs	2
	2	Children's Tables (seat 4-6)	12
		Lounge Chairs	8
	2	Adult Tables (seat 4)	8
Upstairs		Lounge Seats	15
		Computer Stools	3

### **Seating Considerations**

Increasing seating for cultural and educational activities is important to the future of the Library. Additional seating is also needed for children's story time and programs, and different types of seats and/or multifunctional seats are required for quiet study, computer workstations, group study and meetings, etc.

Collaborative work areas (spaces for 2-4) are needed to support small, group-related activities. These collaborative spaces are increasingly important to patrons who wish to gather and work together in small groups.

The on-going integration of technologies and access to computers has become the back bone of library needs. Printed newspaper circulation keeps declining. People are getting their news elsewhere - increasingly via the Internet. More and more people go online regularly. Among the tasks are reading newspapers, periodicals, financial reports, blogs; perusing social networking sites, shopping web sites; checking e-mail; and generally conducting Internet searches. Currently, there are only eleven computer seats in the Library.

Many library users are adjusting to the availability of low cost laptops, cell phones and handheld electronic devices. In the near future, the Library will need to rethink the ways it provides user seats and computer access. Any computer areas should be easily reconfigurable over time. Flexible seating and modular furniture may be an option to meet this changing environment and also the continuing need for ADA-accessible public computers. Rather than seats in front of computer screens, adequate seating throughout the library where patrons can access the wireless network with portable computer devices (either patron or library provided) would increase computer access and create maximum flexibility.

### Meeting Space

Currently, the Library does not have a meeting room. Meetings are held wherever and whenever space is available.

The following chart outlines the number of future seats for the Rice Public Library. These numbers are generated from the Building Area Size Summary Sheets on pages 17-18, which are for a building of 21,371 GSF.

Future Seating for the Year 2025								
Department or Area	Lounge Seats	4/6-Person Table Seats	1-Person Table Seats	OPAC Stand-up Stations	Computer Work-stations	Microform Work-stations	Group Study Seats	Remarks
Popular Library	4	8		2				
Young Adults	4	8						
Periodicals	4	8						
e-Commons					12			
Reference		8		2				
General Collection		12		1				
Study Rooms						8		
Quiet Reading Room		8	8					
Local History/ Genealogy Room.		8				1		
Children's	2	8		1	6			
Preschool	2	16			2			
Parenting Area	2							
Meeting Room						120		
<b>Subtotal</b>	<b>18</b>	<b>84</b>	<b>8</b>	<b>6</b>	<b>20</b>	<b>1</b>	<b>128</b>	
<b>Total Seats</b>	<b>265</b>							

The Americans with Disabilities Act (ADA) requires that at least 5% or a minimum of 1 seat for each type of seating be accessible to people with disabilities. Accessible furniture placement must have clear passage of 36 inches. Seating at tables and at counters must provide knee space for people who use wheel chairs, i.e., 19 inches deep and 27 inches high from floor to the underside of tables or counters.

## Staffing Analysis

### Existing Staff Profile – 2010

	FTE	REMARKS
Librarians	3.0	
Library Assistants	2.5	
1 high school Page	0.3	
Volunteers		30 + (average no. of weekly volunteer hours)
<b>TOTAL</b>	<b>5.8</b>	

### Future Staff Profile – to satisfy current & expanded service needs

Department	Position	Full-time	Part-time
Administration	Library Director	1	
	Administrative Support		1*
Circulation	Supervisor		1
	Library clerks		2
Reference	Reference Librarian	1	
	Assistant Librarian		0.5
Childrens Dept. Services	Supervisor	1	
	Librarian Assistant		1
Technical/PC Services	Assistant Librarian		1
Maintenance	Custodian	1	0.5
<b>Subtotal</b>		<b>4</b>	<b>7</b>
<b>Total</b>		<b>11</b>	

\*Includes 1 part-time bookkeeper.

Based upon 40 years of experience in planning libraries, ACA has found that building a new library facility creates an increased amount of traffic as the library becomes a “new” destination for the community.

This substantial usage increase – both in terms of circulation and activities – was clearly evidenced with the building of new libraries in Portsmouth and Bedford, NH, which also required an increase in staff to satisfy demand. With the projected use of e-resources, there will also be a need for librarians to help in online searching and accessing e-resources.

## SPACE NEEDS FOR THE RICE PUBLIC LIBRARY

Based on Anders C. Dahlgren's Public Library Space Needs: A Companion Workbook, using Wisconsin Public Library Standards, the twenty-year library space needs for the town of Kittery, ME, are 25,883.5 GSF.<sup>3</sup> This workbook is the generally accepted method used by all libraries to calculate space needs.

- a. Current population of the municipality/primary service area: 9,543? (2000)
- b. Projected population of the municipality/primary service area: 12,230 (in 2030)
- c. Estimate of nonresident service population: 25; however, with a new library this number is expected to grow.
- d. Design population (b+c) 12,255

### Step 1: Collection space

- a. Books 76,800 volumes ÷ 10 = 7,680 sq.ft.
- b. Periodical (display) 190 titles ÷ 1 = 190 sq.ft.
- c. Periodical (back issues) 190 titles x 0.50 x 1 yr. retained = 95 sq.ft.
- d. Nonprint 9,000 items ÷ 10 = 900 sq.ft.
- e. Digital resources 10 terminals x 50 = 500 sq.ft.
- f. Total (a+b+c+d+e) = 9,460 sq.ft.

### Step 2: Reader seating space

- a. 84 seats x 30 = 2,520 sq.ft.

### Step 3: Staff work space

- a. 12 stations x 150 = 1,800 sq.ft.

### Step 4: Meeting room space

- a. General meeting space 100 seats x 10 (plus 100 sq.ft. for speaker) = 1,100 sq.ft.
- b. Conference room space 12 seats x 25 = 300 sq.ft.
- c. Storytime space 30 seats x 10 (plus 50 sq.ft. for speaker) = 350 sq.ft.
- d. Total (a+b+c) = 1,750 sq.ft.

### Step 5: Special use space

- a. Collection space (from 1.f) = 9,460sq.ft. Reader seating space (from 2.a) = 2,520 sq.ft. Staff work space (from 3.a) = 1,800 sq.ft. Meeting room space (from 4.d) = 1,750 sq.ft.
- b. **Subtotal 1** = 15,530sq.ft.  
Divide Subtotal #1 by 4 (the formula used in the above mentioned Workbook) = 3,882.5 sq.ft.

<sup>3</sup> Anders C. Dahlgren, Public Library Space Needs: A Planning Outline (Wisconsin Department of Public Instruction, June 2009). Available online at: <http://dpi.wi.gov/pld/plspace.html>.

**Step 6: Non-assignable space (the space that cannot be used for library services and operations, i.e., toilets, corridors, mechanical rooms, etc.)**

- a. Subtotal 1 (from 5.b) = 15,530 sq.ft. Special use space (from 5.b) = 3,882.5 sq.ft.
- b. **Subtotal 2** = 19,421.5 sq.ft.
- c. Divide Subtotal 2 by 3 = 6,471sq.ft.

**Step 7: Putting it all together**

- a. Collection space (from 1.o = 9,460 sq.ft.
- b. Reader seating space (from 2.a) = 2,520 sq.ft.
- c. Staff work space (from 3.a) = 1,800 sq.ft.
- d. Meeting room space (from 4.d) = 1,750 sq.ft.
- e. Special use space (from 5.c) = 3,882.5 sq.ft.
- f. Non-assignable space (from 6.c) = 6,471 sq.ft.
- g. **Gross Area Needed** (a+b+c+d+e+f) = 25,883.5 sq.ft

Beginning on the next page is a more detailed building program summary. It was developed by ACA and indicates the need for 21,371 gross square feet (GSF) will be required in a new building.

In order to understand the building program summary, following are definitions of some of the terms:

**Net Assignable Square Feet - NASF**

Space requirements for the identified functions are called net assignable square feet (NASF), net because this space is not the total amount required for the project and assignable because the area is assigned to a function.

**Non-Assignable Square Feet**

This refers to space used for common areas such as corridors, public restrooms, elevators and open but covered space, as well as general support areas, which include mechanical and electrical equipment space, custodial closets, and wall thicknesses.

**Gross Square Feet – GSF**

The total area of the building, consisting of both the net assignable square feet and the non-assignable square feet. The GSF is determined by assuming that the NASF is a percentage of the GSF. The percentage of net/gross ratio of 70% has been determined by ACA's library consulting experience.

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**BUILDING AREA SIZE SUMMARY**

Room No.	Department Name	Room/Area Name	Room or Area NASF	Subtotal NASF
<b>A. LOBBY</b>				
1	Lobby	Building's Lobby / Vestibule	302	
A. Lobby Subtotal				<b>302</b>
<b>B. CIRCULATION</b>				
2	Circulation	Circulation Desk	490	
3	Circulation	Copier Alcove	150	
4	Circulation	Circulation Office	276	
5	Circulation	Fire and Vandal Proof Bookdrop Room	100	
6	Technical Services	Acquisitions, Cataloging, Processing Area	340	
B. Circulation Subtotal				<b>1,356</b>
<b>C. POPULAR LIBRARY</b>				
7	Popular Library	Popular Library Collection and Seating	1,088	
C. Popular Library Subtotal				<b>1,088</b>
<b>D. YOUNG ADULTS</b>				
8	Young Adults	Young Adults/Teens Collection and Seating	725	
D. Young Adults Subtotal				<b>725</b>
<b>E. PERIODICALS</b>				
9	Periodicals	Periodicals Collection and Seating	419	
E. Periodicals Subtotal				<b>419</b>
<b>F. REFERENCE</b>				
10	Reference	Reference Services Desk	206	
11	Reference	e-Commons	360	
12	Reference	Reference Collection and Seating	630	
13	General Collection	Local History/Genealogy Room	428	
14	Reference	Reference Workroom/Office	195	
F. Reference Subtotal				<b>1,819</b>
<b>G. GENERAL COLLECTION</b>				
15	General Collection	General Collection and Seating	2,205	
16	General Collection	2 Study Rooms	240	
17	General Collection	Quiet Reading Room	440	
G. General Collection Subtotal				<b>2,885</b>
<b>H. CHILDREN'S SERVICES</b>				
18	Children's Services	Children's Reference Desk	260	
19	Children's Services	Preschool Reading and Play Area	930	
20	Children's Services	Computer Area	220	
21	Children's Services	Story Hour and Craft Room	350	
22	Children's Services	Galley Kitchen Alcove	40	
23	Children's Services	Children's Collection Area	1,105	
24	Children's Services	Parenting Area	196	
25	Children's Services	Children's Services Workroom	315	
H. Children's Services Subtotal				<b>3,416</b>

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Room No.	Department Name	Room/Area Name	Room or Area NASF	Subtotal NASF
<b>I. MEETING ROOM COMPLEX</b>				
26	Meeting Room Complex	Public Meeting Room	1,510	
27	Meeting Room Complex	Storage Room	120	
28	Meeting Room Complex	Galley Kitchen	40	
I. Meeting Room Complex Subtotal				<b>1,670</b>
<b>J. LIBRARY ADMINISTRATION</b>				
29	Library Administration	Director's Office	155	
30	Library Administration	Workroom	191	
31	Library Administration	Computer Server room	80	
J. Library Administration Subtotal				<b>426</b>
<b>K. FRIENDS OF THE LIBRARY</b>				
32	Friends of the Library	Storage and Sorting Area	180	
K. Friends of the Library Subtotal				<b>180</b>
<b>L. FACILITY AND CUSTODIAL OPERATIONS</b>				
33	Facility & Custodial	Supplies Storage	200	
34	Facility & Custodial	Custodian	289	
35	Facility & Custodial	Custodial Building Requirements	N/A	
L. Facility Operations Subtotal				<b>489</b>
<b>M. STAFF AREA</b>				
36	Staff Area	Staff Lounge / Lunch Room	183	
M. Staff Area Subtotal				<b>183</b>
<b>LIBRARY TOTAL NASF</b>				<b>14,959</b>
<b>LIBRARY TOTAL GSF (net/gross ratio is 70%)</b>				<b>21,371</b>

## FACILITY PLANNING

Improving the library facility promises to make the library an accessible and welcoming environment for the community. Redesigning the library space will improve the quality and quantity of services. A key mission of the Rice Public Library is to promote literacy and life-long learning in a welcoming environment. The new library will provide increased space for youths and adults and increased services to better serve the community. Based on our findings, a facility with a minimum of 20,000 GSF is required to satisfy the 20-year service needs.

### Options/Outcomes/Process

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#### Options

There are three options for the library:

1. Move to the former Frisbee School site and build a 20,000 GSF building for \$6 million.
2. Build a 15,000 GSF addition to the Rice Building for \$4.5 million.
3. Provide a new library through renovation of the Frisbee Annex (10,000GSF).

**Only Options #1 and #2 are viable. Option #3 was rejected as a library of 10,000 GSF cannot support the twenty-year service needs.**

#### Outcomes

The outcomes of the facility project are to:

- Increase library services and efficiency to better serve the community.
- Increase access to new technologies; i.e., computers and web-based services.
- Increase children's services and literacy support.
- Increase young adult and adult services and cultural programs.
- Provide ADA access for all library patrons with disability issues. Currently, during non-winter months, disabled patrons can access only one floor in each building. During winter months, accessibility for disabled patrons is non-existent. The back parking lot at Rice is not level and is treacherous in the snow and ice. The Taylor Building has a ramp but no awning or roof to protect the ramp. So the Taylor Building is also inaccessible during the winter months.
- Provide multiple opportunities for community out-reach, including job center and PC classes.
- Provide much-needed increase in space for Youth and Adult areas where events space is woefully inadequate. Large groups attending library programs cannot comfortably occupy the present space in either building, limiting the number of participating individuals. Such programs need a separate area that allows for current use and future growth, as well as the separation needed to allow other library users to access library materials without disruption.
- Provide increase in space for collection expansion that incorporates the new materials and technologies our patrons require. Current print and media collections exceed the required square footage.

#### Process

1. Identify and examine the three options.
2. Test each option in regard to its ability to support 20-year library services, including:
  - Collection.
  - User seating.
  - Staff/operations.
  - Program requirements.



3. Evaluate the costs of the project.
4. Select the best option.

### **Comparison of Facility Options**

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#### **Option #1 - Move to the former Frisbee School site and build a 20,000 GSF building for \$6 million.**

- The size of the library would be approximately 20,000 GSF.
- Would require demolition of the Annex building.
- Cost: 20,000 sq.ft. @ \$300/sq.ft. = \$5-6 million.

#### **Option #1 – Advantages**

- Construction of a new 20,000 GSF library.
- It would be part of the Kittery Community Center at Frisbee Commons.
- It would be more centrally located with the Recreation Center, theater and nearby the Kittery Town Hall.
- Staff efficiency would be increased with only one building.
- New facility would be a one-story building eliminating the need for an elevator.
- New facility would incorporate green building infrastructure, saving energy and money and reducing the carbon footprint of town services. Economic benefits would allow for energy and water savings, and decreased infrastructure strain. Environmentally, water conservation would occur, as would probable emissions and waste reduction. The social benefits would include improved employee and patron health/well-being.
- Youth Services would see a striking increase in capability to facilitate basic library principles. These include promoting information access, cultural and personal development, and creative and beneficial programming for local youth, families, and caregivers.
- This center would allow for “one-stop shopping”—families who go to the Recreation Center for its myriad offerings could then stop by the library for books, media materials, etc.
- The new building would be nearby several Kittery neighborhoods and communities, including Meetinghouse Village, Kittery Estates, Admiralty Village, and Navy Housing.
- Walking, biking access for adults and school-age children.
- Synergy with Kittery arts and cultural community.
- RPL’s usage statistics have risen dramatically over the past five years. Staff answer over 800 reference questions per month, circulation has increased by over 30%, and Internet use has exploded. A new facility would substantially increase foot traffic among current *and* future patrons who use other components of the community center. The synergy from this association represents an unparalleled opportunity for Kittery residents and library users, resulting in significant library growth.
- Statistics show that new libraries enjoy a sustained increase in current and new library users, including a 45% increase in check-outs, foot traffic and attendance at programming events.
- The new Frisbee facility would enable intergenerational programming, and inter-departmental collaboration between the Recreation Center, the Arts Center, and the Library.

#### **Option #1 – Disadvantages**

- Construction of the library will require demolition of the annex building.
- Construction costs could exceed \$4 million.
- Substantial cost for moving the collection.
- The Rice Building, an historical landmark, may be sold or leased.



**Option #2 - Build a 15,000 GSF addition to the Rice Building for \$4.5 million.**

- Existing building:  
Three floors: approximately 5,685 sq.ft.  
Each Floor: 1,895 sq.ft. Size of site: 0.7 acres, approximately 30,000 sq.ft.
- Addition:  
Area of addition: 15,000 sq.ft.  
Cost: 15,000 sq.ft. @ \$300/sq.ft. = \$4.5 million.

The addition would occupy approximately 25% of the site. It would consist of two levels. An elevator would connect each of the floors of the Rice Building with the new addition. Total size of the expanded library would be approximately 20,000 gross square feet (GSF).

**Option #2 – Advantages**

- Retain the 1888 Historic Landmark Rice Building.
- Providing an elevator would make the Rice accessible and comply with ADA guidelines.
- The combined 15,000 GSF would cost approximately \$4.5 million.
- The building addition could incorporate green architecture in its design.
- The project could be started as soon as funds are available and completed in phases.
- Moving costs for relocating the collection would be substantially reduced.
- Staff efficiency would be increased with only one building.
- Sale of the Taylor building would provide some revenue for the new addition.

**Option #2 – Disadvantages**

- The Library would not be part of the Community Center Campus.
- The building will never be 100% handicapped accessible.
- The renovated building will not be a green and low energy building resulting in higher energy costs.
- The staffing for multilevel building will be twice the estimate for a 1 story structure.
- The Rice Building is not as centrally located as the Frisbee School site.
- Upkeep costs for the historical building are exorbitant and spiraling upward.
- Slate roof, repair brick exterior, landscaping costs, plowing costs.
- Long term maintenance costs on the elevator.
- Parking will be limited due to space constraints.

**Option #3 - Provide a new library through renovation of the Frisbee Annex (10,000 GSF).**

- Renovate the Frisbee Annex, which is approximately 10,000 GSF.
- There is an insufficient amount of space to support the twenty-year service needs of the library.

**Option #3 – Advantages**

- The only advantage to this option is lower cost.

**Option #3 – Disadvantages**

- The new library requires significantly more space than the 10,000 sq. ft. annex provides.

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- The current configuration of the annex does not lend itself to the open concepts of modern library design. New libraries are based on modular, special purpose zones with moveable components that can easily be re-purposed and reconfigured.
- The annex has too many exits and walls, making it difficult for the staff to monitor the building and for parents to watch young children.
- Removing the interior classroom walls is not an option because of seismic and wind resistance requirements. (See Engineering Report in Appendix 5.)
- The crawl space for mechanical access beneath the center corridor will not support book stacks without the installation of a steel-beam reinforcement system. (See Engineering Report in Appendix 5.)
- Interior corridor walls are needed to support the roof and may only be partially removed. (See Engineering Report in Appendix 5.)
- The existing furnace room is sizeable and reduces the available square footage significantly. This room would have to be gutted and re-purposed, new heating/ventilation system installed and an air conditioning system added.

### **Parking**

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On the Frisbee School site, forty parking spaces are required.

On the Rice Public Library site, which is approximately 30,000 GSF, forty parking spaces would require approximately 16,000 GSF. Because of the topography, a portion of the parking could be located under the building. Unknown costs due to the rock ledge and drainage could be a real issue on this site. Also the elevator would have to provide access to 3 floors at the Rice Building: the underground parking and 2 more floors.

### **Funding Future Facility Capital Needs**

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- **Capital fundraising** – A campaign to raise funds for a Library building project would be necessary. Matching funds would enable the Library to leverage private monies for a grant project.
- **Grants** – May be available for a portion of the project, i.e., Homework Help Center.
- **General Obligation Bonds** – A way to use government property taxes. Traditionally, in the East, libraries get a share of property tax money to provide local library services.
- **Bonding without the need of voter approval** – The Bond is secured by guarantee payments as part of operating funds.
- **Certificates of Participation (COP)** – A separate entity, such as a leasing company, agrees to make improvements for the Library. The Town agrees to lease these improvements. The leasing company then sells this rental income stream to investors in order to get the funds to make the improvements. Once the COPs were fully paid, ownership of the facilities would transfer to the Town. COPs would not be considered debt of the Town. Therefore, they would not require voter approval and are not subject to the legal debt margin.

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- **Lease/Purchase** – Similar to COPs. Improvements are financed by a leasing company. The leasing company rents the improvements to the Town through a lease arrangement that pays for the costs of the improvements.
- **Cash Funding** – Improvements aren't made until funds are available to pay for the projects upfront. The Town should use 3%-5% of its cash as a reinvestment strategy for small capital improvements.
- **Library Foundation (Trust)**
  - Additional support must come from private donors. The Town should invest time to develop a functioning Foundation with a separate Board.
  - The Foundation can raise funds for short term capital and operational improvements. (Successful examples of other library systems gaining private funding include St. Paul Public Library, St. Paul, MN.)
- **Library Services & Technology Act (LSTA)** – Federal funds for underserved and/or disadvantaged communities in need of library service are available. A grant request should be considered.

### **Develop an Architectural Building Program**

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Prior to the beginning of construction of a library addition or a new building, it will be necessary to develop an architectural building program that clearly identifies the space needs for a new Library building or addition.

- The program must identify specific activities and functions that will be included in the individual spaces.
- Implicit in this process is the need to define the activities and project objectives that will be met.
- The space requirements for each activity must be composed of a series of elements: collection, user seating, staff and program space.
- The size and location of the new Library or addition ultimately will determine service needs.
- Funding for this facility may require voter approval of a bond to provide for construction.

### **Public Involvement and Long-Range Financial Planning**

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The Library should develop an operational budget that includes costs for operating the facility. The budget projection forecast operating costs based on the current level of service and growth anticipated over the next 20 years.

The Library Board should develop a financial plan that uses the options described above to provide adequate funding for capital projects. To ensure financial stability, a combination of funding alternatives should be considered.

APPENDIX 1: Design Guidelines

Net to Gross Floor Ratio

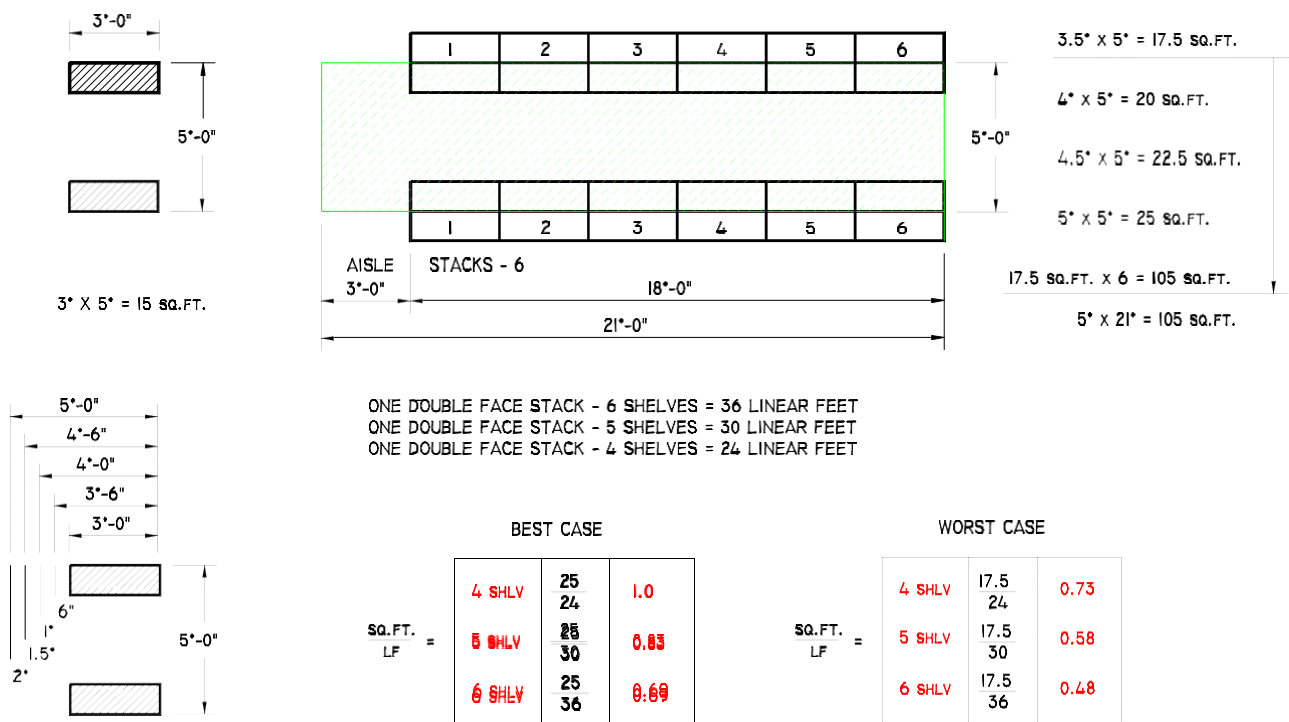
The architectural design team will be required to target a net usable to gross floor area ratio of 65-70%. The space allocated for movement should be no less than 30-35% of the net floor area.

Shelving

A large percentage of the general adult collection will be housed in 90" or 7-shelf high standard shelving, as it requires less square footage to be used than lower alternatives. A smaller percentage will be housed 56" or 5-shelf and 42" or 3-shelf high shelving, as well as in display shelving. Materials to be stored will be housed in 90" high or 7-shelf high shelving. Specialty items, e.g., end of panel display shelving, etc., should be in evidence.

The building program uses coefficients a) to determine the NASF required for the different types of shelving, and b) to determine their GSF using a 70% net-to-gross. The following is a diagram that ACA developed over the course of 40 years worth of library consulting to calculate these measurements.

Translation from Linear Feet to Square Feet



**Electronic materials**

Electronic materials in the latest format will be distributed via the network throughout the building. Each multifunctional computer will be programmed to accept or reject designated types of software, online databases, CD-ROMs/DVDs and access to the Internet.

**Services**

The services provided in all components of the building will complement each other so that the entire Library provides a comprehensive suite of services for users from all walks of life. The majority of services will continue to be self-help.

**Floor Loading**

Library floors bearing standard shelving of materials are designed for at least 150 pounds per square foot live load. Compact shelving requires 300 pounds per square foot live load, as do rows of micro-form files and picture collection cabinets.

## **APPENDIX 2: Appraisal, Long-Term Maintenance, etc.**

**APPRAISAL OF RICE AND TAYLOR Properties** by Dudley Clark, Commercial Realtor,  
Shanley Realtors 4 Greenleaf Woods Drive, Suite 101, Portsmouth, NH

- Rice Public Library \$575,000
- Taylor Building \$500,000



## APPENDIX 3: Projected Long-Term Maintenance Costs-Remaining at Rice & Taylor Locations

### 1. Rice

- New windows **\$100K**  
(Low E glass, argon gas, true divided light for the historical windows)
- New elevator **150K**
- New lighting **20K**
- Exterior brick repair **40K**
- New slate roof by 2020 **120K**
- Repair Rice Parking lot **10K**

### 2. Taylor

- New furnace **10K**
- Repair parking lot **30K**
- New elevator **50K**
- New lighting **10K**

**Estimated total: \$540K**

## APPENDIX 4: SWOT Report

In June 2008, Lesa Andresen, a consultant from Freeport, ME, facilitated a meeting of library personnel and Kittery residents. A SWOT analysis (Strengths, Weakness, Opportunities, and Threats) of Rice Public Library was conducted using focus groups of library users, non-users, town officials, and library staff and board members. The results are included below

### Rice Library Planning for Results

#### S.W.O.T. Analysis of Kittery (Strengths, Weaknesses, Opportunities, Threats)

##### Strengths:

range/diversity of population  
library  
nice coastal environment  
location  
diversified stable tax-base  
zoning  
diverse economy  
recreational opportunities  
health services: Portsmouth, York, and proximity to Boston and Portland  
town recreational department  
adult education department  
Shipyard  
infrastructure for technology and services  
economic health of town and government  
one of Maine's gateways into the state  
diversity of expertise  
opportunities to volunteer (schools, meals  
on wheels, library)  
safe and secure, especially for aging population  
parks

##### Opportunities:

location  
quality of life  
population diversity  
open to new ideas  
people willing to try  
town infrastructure  
Shipyard  
potential of consolidation of services  
land available for economic development  
York Hospital expansion  
hydroelectricity  
possible closing of a school

##### Weaknesses:

lacks center to community  
unbalanced age demographic  
people heading across border  
place for people to drive through  
lacks facility for recreation  
lacks affordable housing  
lacks communication conduit  
tax structure: local and state  
lack of economic diversity  
getting newcomers involved  
lacks a common understanding of what Kittery is  
Shipyard and its future

Threats:

location  
State of Maine  
education product  
lack of identity  
state/federal economics  
Shipyard status  
aging bridge infrastructure  
lack of commitment to community  
tax rate  
control of expenses  
potential for criminal activities, i.e. location

**The Rice Library has begun a strategic planning process based upon the state-of-the-art Planning for Results from the Public Library Association. This planning model is strongly vested in determining what a community's needs are and then deciding which of those needs the library can meet.**

**There are five parts to the process(Steps 1 – 4 are guided by a facilitator) :**

- 1. The facilitator leads the planning committee members through a community visioning process. This committee includes community leaders, board, and staff members.**
- 2. The planning committee completes a SWOT analysis of the community, i.e., strengths, weaknesses, opportunities, threats.**
- 3. The planning committee identifies and prioritizes community needs.**
- 4. The planning committee selects responses that the library should consider in meeting community needs.**
- 5. The library director leads a series of meetings with board and staff members to brainstorm activities that the library will undertake to accomplish the goals and objectives of the plan.**

Needs (\* indicates the library's potential ability to assist)

\*community center/central facility for identity and as a building (including recreation, adult education, library)

Consolidation of services

Improved communication (not just in print)

Auditorium/performance space

\*integration of services

\*association for businesses (facility space/resource center)

Employment locally –find jobs on the internet, assistance with writing and posting jobs online

Affordable housing

\*sustainability

Volunteerism

Piecing resources together

Green approaches

Sense of community

\*better quality of education

Volunteer coordination

- Better integration of library with schools

Improved collections

Attract lifelong users of library

Improve attitude of town towards diverse economic employment opportunities

Diversified property owners

\*to consider how to establish connections with Portsmouth that benefits both Kittery and Portsmouth

\*ADA compatibility

\*teen center

\*intergenerational opportunities

\*people need a way to get around/access services

\*broadening programs of a welcoming committee

\*for organizations to share a vision, maintain their own identities, collaborate

- door to door surveys/ focus group meetings
- 13 AM and 16 FM radio stations broadcast in Kittery
- 4 TV broadcast stations around Kittery

15. What other libraries are there in your community?

- 2 Elementary schools
- 1 Junior high/Middle school
- 1 High School

16. How many public and private schools are in your community?

- 2 Preschools – private
- 2 Elementary schools
- 1 Middle/Junior high school
- 1 High school

17. Approximately how many homeschooling families are there in your community?

- 17 families – 25 children

18. What percent of the people in your community age 25 and older have at least a high school diploma or GED?

- High school graduates or GED 31.8%

- Some college, no degree 23.2%
- Associate degree 6.9%
- Bachelor's degree 18.3%
- Graduate or professional degree 10.1%

19. Education attainment for people 25 years and older:

- No schooling: 9
- Nursery to 4th grade: 0
- 5th and 6th grade: 10
- 7th and 8th grade: 70
- 9th grade: 110
- 10th grade: 18
- 11th grade: 93
- 12th grade, no diploma: 121
- High school graduate (or equivalency): 1,357
- Less than 1 year of college: 347
- Some college more than 1 year, no degree: 605
- Associate degree: 322
- Bachelor's degree: 774
- Master's degree: 301
- Professional school degree: 67
- Doctorate degree: 9

20. How many social services are located in your community?

- Nursing homes 1
- Daycare centers 6
- Shelters 1
- Youth and Recreation 1

21. Who are your community's three largest employers: What do they do? How many people do they employ? How is this likely to be in 5 years?

- 1<sup>st</sup> largest Portsmouth Naval Shipyard - shipbuilding - 4,500-5,000 employees
- 2<sup>nd</sup> largest Kittery Trading Post - retail - 250-499 employees
- 3<sup>rd</sup> largest Town of Kittery - education/local government - 100-249 employees  
(School Dept., Town employees, Police, Fire, etc.)
- Approximately 70 percent of workers in Kittery, Maine work for companies, 18 percent work for the government and 8 percent are self-employed.

22. What are the major industries in your community?

- Agriculture, forestry, fishing and hunting 65 1.4%
- Construction 295 6.3%
- Manufacturing 678 14.6%
- Wholesale trade 142 3.1%
- Retail trade 728 15.6%
- Transportation 229 3.0%
- Finance, Real Estate, Insurance 266 5.7%
- Professional 468 10.0%
- Educational, Health 869 18.7%
- Arts, Entertainment 483 10.4%

**SERVICES & OPERATIONAL PLAN  
RICE PUBLIC LIBRARY**

- |                         |     |      |
|-------------------------|-----|------|
| • Other services        | 192 | 4.1% |
| • Public administration | 98  | 2.1% |

23a. Most common occupations for males:

- Other sales and related workers including supervisors (7%)
- Other management occupations except farmers and farm managers (9%)
- Carpenters (7%)
- Rail and water transportation workers (6%)
- Sales representatives, services, wholesale and manufacturing (5%)
- Electrical equipment mechanics and other installation, maintenance, and repair occupations including supervisors (4%)
- Business operations specialists (4%)
- Other production occupations including supervisors (4%)
- Computer specialists (7%)
- Building and grounds cleaning and maintenance occupations (5%)

23b. Most common occupations for females:

- Other office and administrative support workers including supervisors (9%)
- Registered nurses (8%)
- Other sales and related workers including supervisors (8%)
- Counselors, social workers, and other community and social service specialists (6%)
- Information and record clerks except customer service representatives (5%)
- Retail sales workers except cashiers (6%)
- Other management occupations except farmers and farm managers (6%)
- Art and design workers (5%)
- Business operations specialists (5%)
- Bookkeeping, accounting, and auditing clerks (5%)
- Other teachers and instructors, education, training, and library occupations (5%)
- Secretaries and administrative assistants (5%)
- Child care workers (4%)

24. What percent of your community is unemployed?      2.5%

Sources: Town Hall; Southern Maine Regional Planning Commission; 2000 Census; Office of the Kittery Superintendent of Schools; Kittery, ME Detailed Profile: <http://www.city-data.com/housing/houses-Kittery-Maine.html>; Kittery, ME Houses and Residents: <http://www.city-data.com/city/Kittery-Maine.html>; Kittery Point, ME Houses and Residents: <http://www.city-data.com/housing/houses-Kittery-Point-Maine.html>; Kittery Point, ME Detailed Profile: <http://www.city-data.com/city/Kittery-Point-Maine.html>.

## APPENDIX 5: Engineering Review of Former Frisbee School

Following is the Engineering Review of Former Frisbee School conducted by JSN Associates, Inc., of Portsmouth, NH, in September 2010.

**JSN**  
Associates, Inc.  
One Autumn Street  
Portsmouth, NH 03801  
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WWW.JSNENG.COM

September 8, 2010

Lee Perkins  
Rice Public Library  
8 Wentworth St  
Kittery, Maine 03904

RE: ***Engineering Review of Former Frisbee School  
Kittery, Maine***

Dear Lee,

At your request, I visited the former Frisbee school last Wednesday morning to review some specific structural issues that were pertinent to a proposed change of use. The issues relate to the feasibility of a public library occupying the space that formerly was used for education.

The first issue relates to increased floor loading for library use. Most of the first floor of the Frisbee building is a concrete slab-on-grade. In these areas, there are no issues with the book stack loads for library use. Beneath the corridor, however, there is a mechanical crawl space approximately 3 feet deep. Over this the corridor floor was constructed with a 4" thick, reinforced concrete slab. Based on assumptions using 40 KSI reinforcing bars ( #4 bars @ 12" O.C or #5 bars @ 12" O.C.), the first assumption yields an allowable live load capacity of 88 PSF and the second yields 158 PSF. The International Building Code (IBC) lists three load categories for libraries applicable to this building. They use 100 PSF for corridors, 60 PSF for reading rooms, and 150 PSF for stack rooms. Based on this, the Frisbee corridor slab would be acceptable for corridor use (within reason), and may or may not be acceptable for stack room use.

The code prescribed 150 PSF applies to certain layouts of book stacks. It includes double faced book stacks not exceeding 90 inches high or 12" deep per stack, and isles not less than 3 feet wide between stacks. This is a relatively dense layout. It may turn out, even based on the lighter reinforcing assumption, that the particular book stack layout for this library could be structurally

*Consulting Structural Engineers*

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acceptable. This could be determined once a general layout was done. Minor demolition could also be done to determine actual size and spacing of the reinforcing bars.

In the worst case, if the corridor slab turned out to be structurally inadequate, there is a simple and relatively inexpensive solution to increase the capacity of the slab. In the crawl space below, a single line of shoring could be installed to shorten the slab span. This would generally be done at or near mid-span. For example, a small W6x9 steel beam could be used with wood or lally column supports at 8 feet on center. This would include approximately 160 lineal feet of beam (1440 lbs of steel beam) and approximately 20 very short posts.

The second question pertains to removal of interior walls. Some of these are classroom separation walls and some are corridor walls. The classroom separation walls generally are not bearing walls. Some of these do support draft stop walls in the attic above, however the proposed intent to sprinkle the building will eliminate the requirement for draft stops. Some classroom walls can be removed or relocated, however, there are seismic requirements that will limit their removal, or require other means of providing lateral resistance if they are removed.

The corridor walls support the roof framing. The roof framing consists of long-span rafters supported by wood stud bearing walls over each corridor wall. The ceiling framing is hung from the roof rafters. Sections of corridor walls can be removed and replaced with beams that will support the roof and ceiling framing above. Larger openings may require steel beams with columns at each end and new footings beneath the columns. There are also some limits that will apply to removal of these walls regarding seismic loads. A layout would need to be proposed to address this issue.

The cupola is supported by steel framing which extends to the floor level, or bears on the concrete block walls at the corridor. This area of wall should not be removed without expecting significant work to re-support the cupola.

In the attic, I observed that the tall wood stud bearing walls supporting the roof rafters are not sheathed, nor is there any form of lateral bracing on them. Some of these studs are bowing

*JSH Associates, Inc.  
Consulting Structural Engineers*



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substantially. Regardless of the future use, bracing should be added to these tall stud walls. Simply, a lateral run of 2x4 bracing at mid-height should be added with periodic diagonal 2x4 braces from mid-height to top and bottom. Otherwise, these studs are very susceptible to buckling under snow loads.

Thank you for contacting JSN Associates, Inc. to provide this review please contact me if you have any questions or need additional services.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeffrey S. Nawrocki". The signature is fluid and cursive, with the first name "Jeffrey" and last name "Nawrocki" clearly distinguishable.

Jeffrey S. Nawrocki, P.E.  
President

*JSN Associates, Inc.*  
*Consulting Structural Engineers*